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Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .49 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Criminal Division, U.S. Department of Justice, Washington, D.C. 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, D.C. 20503.

*Furnish this exhibit for EACH foreign principal listed in an initial statement
and for EACH additional foreign principal acquired subsequently.*

1. Name and address of registrant

Marcella Martinez Associates, Inc.

2. Registration No.

4349

3. Name of foreign principal

Curacao Tourism Development Bureau

4. Principal address of foreign principal

**19 Pietermaai
Curacao**

Netherlands Antilles

5. Indicate whether your foreign principal is one of the following type:

☐ Foreign government

☐ Foreign political party

☐ Foreign or ☐ domestic organization: If either, check one of the following:

☐ Partnership

☐ Committee

☐ Corporation

☐ Voluntary group

☐ Association

☐ Other (specify) _____

☐ Individual—State his nationality _____

6. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant.

Curacao Tourist Board

b) Name and title of official with whom registrant deals.

Sari Schwartz, Director of Tourism

7. If the foreign principal is a foreign political party, state:

a) Principal address

b) Name and title of official with whom registrant deals.

c) Principal aim

SEP 22 1988
REGISTRATION UNIT
CRIMINAL DIVISION
U.S. DEPARTMENT OF JUSTICE

8. If the foreign principal is not a foreign government or a foreign political party,

a) State the nature of the business or activity of this foreign principal

b) Is this foreign principal

Owned by a foreign government, foreign political party, or other foreign principal Yes ☐ No ☐

Directed by a foreign government, foreign political party, or other foreign principal..... Yes ☐ No ☐

Controlled by a foreign government, foreign political party, or other foreign principal Yes ☐ No ☐

Financed by a foreign government, foreign political party, or other foreign principal Yes ☐ No ☐

Subsidized in whole by a foreign government, foreign political party, or other foreign principal..... Yes ☐ No ☐

Subsidized in part by a foreign government, foreign political party, or other foreign principal..... Yes ☐ No ☐

9. Explain fully all items answered "Yes" in Item 8(b). (If additional space is needed, a full insert page may be used.)

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

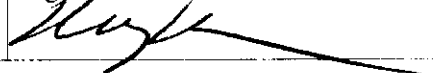
Date of Exhibit A

8/17/93

Name and Title

Nancy Breckman
Account Supervisor

Signature



INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in triplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

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Name of Registrant	Name of Foreign Principal
Marcella Martinez Associates	Curacao Tourism Development Bureau

Check Appropriate Boxes:

- ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach three copies of the contract to this exhibit.
2. ☐ There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach three copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
3. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.

4. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Marcella Martinez Associates will write press releases, fact sheets, backgrounders, calendars of events and related pieces about the tourism product, its improvements and developments on Curacao. We will disseminate this information to consumer and trade publications and media in the U.S. market. We will participate in promotional events and press trips as the client deems necessary and we will be in regular contact with the client. Marcella Martinez Associates will report monthly on our activities to the client in writing.

5. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

Please see attached proposal.

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act?

Yes ☐ No ☒

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

<p>Date of Exhibit B</p> <p>8/17/93</p>	<p>Name and Title</p> <p>Mary Brennan Account Supervisor</p>	<p>Signature</p> <p><i>[Signature]</i></p>
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Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, indoctrinate, convert, induce, persuade, or in any other way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

411 E 53RD STREET, SUITE 4D, NEW YORK, N.Y. 10022 TELEPHONE (212)-753-4969, FAX (212)-753-7369

1. Services

Prior to each subsequent year a similar work program will be agreed between CTB and MMA.

CTB shall pay MMA a fee for services and reimburse MMA's out-of-pocket expenses as outlined hereunder.

CTB shall pay MMA a fee each month of Six thousand (\$6,000.00) dollars (hereinafter the "Base Fee") effective April 1, 1993 for services to be provided as set out within the work program.

CTB shall allocate to MMA a monthly sum of Fifteen hundred (\$1,500.00) dollars for out-of-pocket expenses as defined in the paragraph below, as the estimated amount of monthly expenses MMA expects to incur. CTB will carry over any unexpended balance of the \$1,500.00 from month to month until the contract terminates. The funds carried over shall be deemed a balance forward for use by MMA as required. MMA will secure written approval from CTB whenever out-of-pocket monthly expenses are estimated to exceed \$1,500.00. At the end of each contractual year any unspent balance remaining shall revert to CTB.

1.

Out-of-pocket expenses allowable include:

Schedule A

Telephone, telegram, telecopies, fax, postage and mailing, express mail, messenger service, business entertainment, copy machine charges, local transportation including taxi, car services and bus fares, travel assigned by CTB, press conferences, transcripts, press clipping service.

3. Approvals for Special Projects

- a) Whenever MMA coordinate a special project, MMA will provide CTB with written notification consisting of a proposal with a budget of any fee and/or estimate of out-of-pocket expenses for this special project. MMA will commence services in connection with the special project upon receipt of a written approval of the proposal from CTB. A special project means any additional work and/or out-of-pocket expenses not covered in the proposed work program, or for which anticipated costs cannot be covered by the normal monthly out-of-pocket allocation.
- b) MMA will provide CTB with written notification consisting of a proposal with budget and estimates of out-of-pocket expenses, whenever services contemplated by this agreement are to be performed by any related or unrelated person or entity. Such services will be commenced upon receipt of written approval of the proposal by CTB.
- c) Whenever MMA bill CTB for time on special projects, such invoices shall include the following information: the names of persons who performed the services, the business worked on and the total time spent in connection with the program. MMA will also include the names of the CTB personnel authorizing such activity.

4. Due Dates

- a) MMA will bill CTB for the Base Fee on the first working day of each month. Payment of the Base Fee by CTB is due to MMA from CTB within twenty-one (21) days of the billing date. The last payment due and payable under this agreement from CTB to MMA shall be March 31, 1994 and any extension of this agreement under the terms herein shall not accelerate or change the due dates herein.
- b) MMA will bill CTB for out-of-pocket expenses the first working day of the month following the month such expenses were incurred. CTB shall pay MMA within twenty-one (21) days of the date on which MMA bills CTB.
- c) CTB shall pay MMA's fee for any special project, as defined in paragraph 3 above, within twenty-one (21) days of the date on which MMA bill CTB.

5. Adjustment of Fee Structure

The public relations fee and out-of-pocket estimates for the one year program outlined herein, may be adjusted on an annual basis by joint agreement of the parties.

6. Indemnity

CTB agrees to indemnify and save MMA harmless from and against any and all liability, loss, damage, cost, and expense, of whatever nature or type that MMA may suffer,

incur, be put to or pay by reason of any action arising out of the release of materials previously cleared and approved for and on behalf of CTB by its senior management or CTB's legal office, or which may arise out of any other action taken by MMA or related or unrelated person or entity in the performance of services hereunder, except that this indemnity shall not be applicable to any injury or damage or other claim resulting from the act or omission of MMA, or related or unrelated person or entity, or those acting as agents or employees of MMA, or where there is an apportionment of fault and MMA shall be responsible for its proportionate share of culpability; or where liability is based upon breach of this agreement.

7. Duration

This agreement may be and remain in effect for a period of twelve months from April 1, 1993 until March 31, 1994. Thereafter, the agreement may be renewed annually for two further years unless either party serve on the other written notice thirty (30) days prior to the termination of any yearly period that the party desires a modification. Upon mailing and receipt of such written notice, both parties agree to arrange a conference between them to be held within ten (10) days after mailing of such notice of modification for the purpose of discussing the proposed modification.

8. Termination

MMA or CTB may cancel this agreement on sixty (60) days' advance notice, in writing, at any time and for any reason during the pendency of this agreement. The computation of the sixty (60) days shall not include the day of mailing. CTB shall be entitled to all materials generated by MMA for or on behalf of CTB under this agreement.

9. Relationship of Parties

MMA shall be deemed an independent contractor for all purposes, and not an employee of CTB, and the parties shall govern their affairs accordingly.

10. Governing law and arbitration

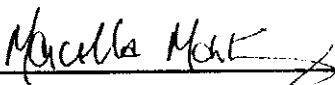
The law of the state of New York shall govern the agreement in all respects. Any controversy or claim arising out of or relating to this agreement or a breach hereof, shall be settled by arbitration in the City of New York, County of New York, State of New York, in accordance with the rules of the American Arbitration Association, and judgment on the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof. The parties agree that any arbitration held shall be determined by one arbitrator under the Rules of the American Arbitration Association governing same.

11. Non-waiver

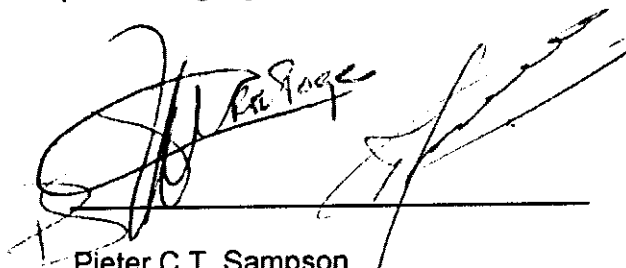
The failure or refusal of MMA or CTB to insist on the strict performance of any provision of the agreement or to exercise any right in any one or more instances or circumstances shall not be construed as a waiver or relinquishment of such provision or right, nor shall such failure or refusal be deemed a custom or practice contrary to such provision or right.

12. Entire Agreement

This letter sets forth the entire agreement between the parties hereto; it may not be changed, altered, or amended except in writing signed by both parties hereto.



Marcella Martinez
President
Marcella Martinez Associates, Inc.



Pieter C.T. Sampson
Acting Executive Director
Curaçao Tourism Development Bureau

1 March 1993
Date

March 22, 1993
Date

**PUBLIC RELATIONS PROPOSAL
FOR THE
CURAÇAO TOURIST BOARD**

MARCELLA MARTINEZ ASSOCIATES

AUGUST 14, 1992

I. INTRODUCTION

Every time we talk to a North American who has visited Curaçao for the first time, we get an almost identical reaction: "I had no idea it would be so interesting!"

What they find "interesting" is highly varied. For some, it is orchids growing on cactus in Christoffel Park; for others, it is the world beneath the water. Some focus on the range of shops and restaurants, and virtually everybody is amazed by the architecture. They are pleasantly surprised on two counts: both the hotels and the beaches are better than they expected. Many did not know that Curaçao had casinos, or a convention center. And as they often put it, "Everything is so accessible."

Two favorable comments are made every time. Visitors find your people extremely pleasant and welcoming. And they are delighted by Willemstad, which one colleague of ours described as "just about the only Caribbean city that is a real visitor attraction."

There is a genuine opportunity here to increase visitor arrivals, and to target those visitors with the interests and desires for which Curaçao can provide a rewarding experience. The market that you will best satisfy is very different from Aruba's or Bonaire's: your ideal visitors are probably slightly older and better educated -- though as your product develops, you are expanding the base Curaçao can attract.

The biggest problem Curaçao faces is airlift: not simply because more seats from more gateways at affordable prices are needed, but because the people to whom Curaçao will have particular appeal tend to live outside the areas from which you have direct air service.

We believe that, in spite of this, we can together target some real opportunities through the media. We can identify vacation and business-related travelers who can be sufficiently interested by what Curaçao offers, to choose it in spite of some inconvenience in getting there. If we can demonstrate this, we will have an important argument for increased and diversified airlift, and a key, for instance, to the hubs of San Juan and Miami.

The program that follows describes the approach we would take, and some of the activities we would put in place. Others will follow.

II. OBJECTIVES

These are the goals we would set:

- Make Curaçao, and all it offers to visitors, far better recognized in North America as a highly desirable destination with a steadily improving product, and place emphasis on the specific markets we target together.
- Through better information, help you to increase visitor inflows, length of stay and expenditure, and reduce seasonality in visitor arrivals.
- Showcase Curaçao's excellence as a dive destination while increasing awareness among other special-interest travelers -- from nature-lovers and the mature market to culture and history seekers -- not only to attract more visitors, but to create more opportunities for Curaçaoans in tourism who can cater to these special markets.
- Help you to build Curaçao's franchise among travel agents, wholesalers and tour operators, airlines and cruise lines, as a responsible and responsive travel partner.
- Leverage and extend Curaçao's resources for marketing promotion by positive publicity, to achieve greater impact.
- Demonstrate consumer demand for Curaçao to make a case with airlines, so airlift can be increased and diversified.

There is a second set of objectives we share with the Curaçao Tourist Board and its Hotel Association. We will work in support of your efforts to:

- Strengthen Curaçao's capacity on-island to handle visiting press and media people, so maximum benefit results from each visit.
- Increase understanding of the tourism industry at all levels within Curaçao, and make the country's tourism achievements a source of pride to nationals.

III. STRATEGIES:

The strategies we know will work for Curaçao all rely on a handful of simple commitments between us:

- Cooperation and joint planning in the marketplace between the Curaçao Tourist Board, your advertising representatives, the private sector companies involved, and our agency.
- Regular contact and growing relationships which will link both the government and private sector in Curaçao, with those of us who work for you in New York.
- Creativity and flexibility from all of us at MMA, coupled with our knowledge of the marketplace, and ability to keep on top of trends and events that influence tourism.
- Quick responses on your part, and complete accountability on ours.

The strategies we recommend are these:

1. Create, update, distribute and "place" with editors a steady stream of news releases and feature stories targeted to special-interest markets, for both trade and consumer media. These will progressively unfold all Curaçao's varied appeals, as well as developments in the tourism product -- but they will also be geared to the needs and concerns of the market.
2. For those writers and editors who don't simply reprint press releases, we will research new story ideas, get them the information they need, and facilitate their own visits to Curaçao.
3. Increase electronic coverage of Curaçao in broadcast media: especially cable TV and radio.
4. Target special-interest travelers (honeymooners, mature vacationers as well as ecotourists, divers and other watersports enthusiasts) through the media they follow, with information that moves them to choose Curaçao.

5. Target consumer media efforts toward "markets of opportunity" -- geographic areas where interest in the Caribbean is growing, the recession is diminishing, and direct or easily connecting airlift is available.
6. Work closely and continually with travel industry publications, both general and specialist, to create a special relationship with Curaçao among the key trade editors.
7. Seek out a manageable number of targeted, high-impact consumer promotions in your prime U.S. markets, to generate maximum visibility for Curaçao with minimum expenditure of your budget or time. Support and promote special events held on-island.
8. Arrange interviews for visiting tourism spokespersons from Curaçao when they travel to the marketplace, and for the Curaçao Tourist Board's New York-based personnel on their visits to other marketplace cities.
9. Assemble a truly top-quality library of color slides, black & white photographs and video footage, and actively seek effective ways to have them used.
10. Supply media in Curaçao with news releases on the country's marketing activities and successes overseas, as well as with reprints of positive press coverage generated here.
11. Create a small, targeted underlying program with major business and political media, to present Curaçao as a stable, progressive democracy with good opportunities for investment and trade. This has real synergy with tourism growth, and can help in developing meetings and convention business.
12. Provide material to selected media within the Caribbean, to support intra-regional tourism and business travel.

IV. THE PROGRAM

1. CURAÇAO PRESS KIT

We will create for Curaçao a Press Kit, to serve as a basic information tool for print and broadcast journalists. Our aim will be to have it stand out among the thousands that exist because it is better written, more useful and informative, and more interesting than usual.

Included in the contents should be:

- a background story on the country, its colorful history and culture, its geography and its appeals for visitors;
- Press Guides with detailed information profiling special interest attractions and activities, as well as maps locating the highlights.
- a good map, with an insert that locates Curaçao in the broader Caribbean map;
- a Fact Sheet with useful information (climate, topography, currency, air service, prime attractions, hotel categories, etc.);
- a Calendar of Events (desktop published by us) for the year;
- a marketing-oriented story about tourism in Curaçao, its current developments and future goals;
- biographies and photos of the Commissioner and the Director of Tourism;
- the latest news releases or feature stories which are relevant to the journalist's particular interest;

- reprints of recent positive press articles which are equally relevant;
- a small selection of good black & white captioned photos.

All these materials can be updated or replaced at minimum cost. We will develop a "library" of press material over time.

2. PRESS RELEASES, FACT SHEETS AND FEATURE STORIES

Each month at least one new piece of information will go out to consumer and/or trade media. It need not be long or elaborate. It may be a news release about a new hotel or attraction, an on-island event, or a recap of statistics; a Fact Sheet on scuba diving facilities, or a feature story on the Christoffel Park.

All will be targeted at Curaçao's marketing objectives, and cleared with you in advance. We will research them, write them, "place" and distribute them, and monitor their effect.

Depending on the topic, we will also endeavor to place selected items with the wire services (which will sometimes also take a good, newsworthy photo).

And if a new gateway to Curaçao opens up in the U.S., or airlift increases significantly, we may recommend a 'mat' story or page. Here, we create and control the text and pictures about Curaçao, and for one fee ranging from \$800 to \$1,300 can guarantee its appearance in local, suburban newspapers read by upscale tourism prospects. We can cover one market like Chicago, or several similar markets nationwide; this choice determines the cost.

3. MEDIA CONTACT

The quality of your contact with media is the single most important factor in the success of your public relations program. Relationships with key writers, broadcasters and editors not only help us ensure that the stories you want to tell are told; it also means that writers call us -- to ask questions, discuss ideas, and

give priceless advice and tips. We have been lucky enough at MMA that the best travel writers and editors in the industry help us design and carry out our programs; in turn, we help them get their work done.

Out of this close relationship we want, first of all, to help Curaçao set media targets:

- Top general-interest travel and lifestyle national magazines which have yet to cover Curaçao or have not done so recently, such as TRAVEL & LEISURE, DEPARTURES, CONDE NAST TRAVELER, NATIONAL GEOGRAPHIC (and its TRAVELER), ISLANDS or TRAVEL HOLIDAY.
- Special-interest magazines in the range of markets Curaçao needs to attract, like BON APPETIT (for gourmets), , CARIBBEAN SPORTS & TRAVEL, and YACHTING; OUTDOORS and AUDUBON; all the major bridal publications; SKIN DIVER and MODERN MATURITY. In addition, we recommend and will make approaches to specialist newsletters such as "The Mature Traveller" and "Very Special Places". Curaçao's extraordinary Jewish Heritage is also an opportunity with journalists and publications focused on this area of interest. These approaches will be coordinated with the Tourist Board's marketing program.
- Regional or city magazines in markets where airlift exists and the carrier wants to develop business.
- Top freelance travel writers for press services like Copley, Gannett, Cox, AP and Reuters, as well as multi-outlet writers such as Margaret Zellers, Kay Showker, Ian Keown and their younger, rising equivalents.
- Business publications, where we work with the travel/lifestyle specialists like William Flanagan of FORBES and James Popkin of U.S. NEWS & WORLD REPORT.

- Travel editors of major daily newspapers across the country, such as Stanley Carr (NEW YORK TIMES), James Yenckel (WASHINGTON POST), Al Borcover (CHICAGO TRIBUNE), Colin Bessonette (ATLANTA JOURNAL & CONSTITUTION), Jay Clarke (MIAMI HERALD) and Cathy Grossman (USA TODAY) as well as many others we work with continually. They consult us frequently on Caribbean trends.
- Caribbean editors of the major trade publications: Martin Elder (TRAVEL AGENT MAGAZINE), Steve Noveck (TRAVELAGE CARIBBEAN), Kelly Reed (TRAVEL MANAGEMENT DAILY), Jorge Sidron (TRAVEL WEEKLY), David Jones (TOUR & TRAVEL NEWS), Sara T. Southworth (TRAVEL WORLD NEWS) and Julie Barton (JAX FAX) as well as their publishers and managing editors work with us on a daily basis. We know in advance what information they are looking for, and we can place Curaçao's stories -- new hotels, new packages, special events, statistics, etc. -- with them.
- Meetings, conventions and incentive writers and editors for this special category of trade publication, including CORPORATE MEETINGS & INCENTIVES, SUCCESSFUL MEETINGS, MEETING NEWS, and specialist publications like PHYSICIAN'S MEETINGS & TRAVEL.
- Cruise industry publications, both those geared at travel agents and those prepared for passengers. Through our close contacts in Florida/Caribbean Cruise Association, we have access to both kinds; they tell us in advance the kind of story they will carry, and when.

4. **BROADCAST COVERAGE**

With the explosion of cable television, opportunities have opened up for destinations to secure coverage without the traditional high cost.

Though several new programs and syndicated travel features are being developed, the best current opportunity is CNN's "Travel Guide". We work regularly with its editor Shelia Hula; she is based in Atlanta, which is a gateway for Curaçao. THE TRAVEL CHANNEL is also moving to Atlanta, and there will be opportunities here as well. We can explore them.

5. PRESS VISITS

It is increasingly difficult to find major newspapers or magazines which will accept fully-hosted press trips for their staff writers or freelancers, or airlines which will readily provide free seats. There are still excellent opportunities, however, to host genuine, productive writers (especially from trade publications) -- and all, including the full payers, need assistance and guidance on the ground.

We do not believe in large, heterogenous group press trips for a destination. Group trips, however, work for an individual resort, or for a special event, or to reach a "niche" market -- and they remain the best way of handling trade reporters. We will therefore organize up to three a year when these factors make it a good idea. In our experience, no group should be larger than five, plus one of us. In consultation with you we will recruit journalists, plan itineraries, coordinate travel arrangements, accompany the group, follow up with members, and evaluate the activity. We recommend that a separate expense budget be set up for this program.

At the same time, we will encourage more individual, targeted press visits to Curaçao, where itineraries are carefully planned to suit the writer's agenda, and appointments arranged. This may mean strengthening Curaçao's capacity to handle journalists on island -- but it will yield immense dividends in the quality of coverage the country receives.

6. CONSUMER PROMOTIONS

Promotions create visibility for a destination. They can be carried out with minimal cash outlay or manpower expenditure, by forming strategic partnerships with corporations or organizations: *they* need a premium or prize

with a romantic and alluring image; the *destination* provides the prize (and collateral material) because it needs their promotional resources.

With Curaçao's increasing favorable image, we are confident we can secure at least two effective promotions in a year. Since 1988, for instance, we have assembled grand prizes in the Caribbean for the New York Debutante Cotillion, and have also arranged "theme nights" with prizes at the Burning Tree Golf Club in Washington, DC and for an annual charity drive organized by a group of wealthy Chicagoans.

In many cases airlines are ready to donate two tickets to accompany the prize; in some cases, air transportation is not requested. We will agree with you on guidelines, then pursue promotions in the markets most useful to Curaçao.

Over the years we have organized highly successful department store promotions for Jamaica across the U.S., in stores like Bloomingdales, Nordstrom's, Strawbridge & Clothier, Carson, Pirie & Scott, Jordan Marsh and others. Latterly with the recession, these stores have been asking for large cash outlays, or embargoing in-store promotions as Bloomingdales has done. But, we would like to pursue single-department promotions (in the bridal department, or the swimwear or luggage sections) with several leading retailers.

7. FASHION AND CATALOGUE SHOOTS

It is fairly easy to secure these, though increasingly difficult to get the free air seats most of them demand. Because so many of them are a very poor investment for the host destination and resort, we require from those we work with an agreement to credit (in pictures as well as copy) the country, the hotel and the airline. This has led in the past 18 months to several successful fashion shoots for our clients, including a Saks Fifth Avenue catalogue for Trident Villas in Jamaica, and a Conde Nast Traveler fashion feature for Zimbabwe.

8. SPECIAL EVENT PROMOTION IN CURAÇAO

Currently, the Calendar of Events for Curaçao is much shorter than those for other Caribbean countries, even those of islands of comparable or smaller size.

We know this, because it has been our job to compile the CTO's regional calendar for the last three years.

It is our belief that if more events were created, and existing events were better promoted, Curaçao would benefit in several ways:

- increased awareness of the island's cultural richness, especially among upscale, special interest travelers;
- hotels, restaurants, taxi drivers and merchants would benefit by any increased business generated.

Special event promotion is one of our specialties at Marcella Martinez Associates. What follows is a brief example of the MMA approach to special event promotion/marketing, as it would be applied to the Curaçao Jazz Festival. This is an outline, designed to illustrate our approach. The actual program would be considerably more detailed.

We believe the Curaçao Caribbean Jazz Festival has a great deal of untapped potential, and that the time is right for this event to become fully realized. Because time is short for the 1992 Festival, we see this as a two-year project: this year, we will give you a limited program to better promote and market the Festival. In light of this experience, we will make a detailed proposal for next year.

Three elements are required for a successful Jazz Festival. First, the artists recruited must be a "draw". Second, the packages and event tickets must be negotiated, priced and marketed. Third, the event must be effectively promoted to the travel trade and the public. If all three are delivered, the Jazz Festival will not only be a successful event in itself, but will serve to build Curaçao as a vacation destination. Without successful efforts in all three elements, however, the overall impact will fall short of what it can be.

Our capability is the third element. We have experience in organizing and marketing music events in the Caribbean, notably Reggae Sunsplash in Jamaica and The St. Lucia Jazz Festival -- but this has taught us that the first two elements, the *planning* and *packaging* of the event, must be smooth and efficient

if the destination is to benefit. We are not event organizers or travel packagers, but we can promote both the event and the travel packages, and so help generate business. In both these areas, we want to work *behind* the Curaçao Tourist Board, giving you the benefit of our experience and contacts and helping you monitor the marketing. But what we *will* take full responsibility for is the promotion of the event, and the ongoing use of a successful Jazz Festival to contribute to the image of Curaçao, for future payoff in generating tourism.

The program elements that follow are designed to meet this objective:

i. **PRESS MATERIAL**

MMA will create a Curaçao Caribbean Jazz Festival Press Kit including a fact sheet on the event itself and its logistics; another focusing on travel arrangements (available packages, event costs etc.); biographies of the performers, a schedule of events, and information about other things to do and see in Curaçao.

ii. **PRESS PLACEMENT**

We will issue regular press releases and "Festival Updates", beginning as soon as dates, venues and performers are finalized. These will go to major relevant media, and be followed up with phone calls.

iii. **PRESS CONFERENCE**

We will organize a Press Conference in New York for the media who cover jazz and the travel industry, to announce the event.

iv. **CTO CHAPTERS**

The 18 Chapters in the marketplace can play a valuable role in promoting the Jazz Festival, at their meetings, and in the monthly newsletters several of them publish. As soon as the package information is complete, we will prepare a letter to accompany a

mailing to go from the Curaçao Tourist Board to each Chapter president, and follow this up by phone.

v. **RADIO STATION PROMOTIONS**

If the Curaçao Tourist Board can guarantee air seats and hotel space, we will go to the best radio station in each of your major U.S. markets to negotiate and secure a promotional competition for listeners, with the prize being a trip to Curaçao for the Festival. With the Tourist Board, we will put together the hotel and event ticket portions for each prize. In return, the stations must agree to promote the Festival.

We will prepare the scripts for these contests, and monitor fulfillment of the station's obligation.

vi. **U.S. JAZZ CLUBS & MUSIC-ORIENTED TRAVEL AGENTS**

We have a small but targeted list of associations of jazz lovers who travel outside the U.S. to events of this kind, and of travel firms which specialize in music festivals. We will prepare a mailing to them, and follow up by telephone to see if we can generate some sales in spite of the short lead-time.

vii. **MEDIA ATTENDANCE AT THE JAZZ FESTIVAL**

Within the *travel* media there is a very small handful of individuals whose actual coverage of the Jazz Festival would be an investment for Curaçao. Many of the *music* media, on the other hand, will want to be there, as will a number of independent video producers looking for a pilot project.

To cover travel, we would like to hand-pick a small number of writers, who would be invited to visit Curaçao, sample the Festival, see the island and return home with a *destination* story rather than coverage of an event.

With a maximum of four tickets and rooms, we will recruit the best prospects by talking to editors, coordinate their travel arrangements, accompany them, and organize their local itinerary.

viii. TELEVISION COVERAGE OF THE FESTIVAL

This is achievable, and without massive cost to Curaçao -- but it cannot be guaranteed, and is more likely in Year 2.

The basic requirement is to ensure first-quality sound videotape of this year's events, which can be edited. Once we "sell" the story of the Jazz Festival, we know that CNN and the Travel Channel, as well as several U.S. syndicated TV travel programs will be prepared to use a "cut" in a brief soft news or feature story over time. The TV stations in your Caribbean or South American markets are also good targets of a five-minute feature on the 1992 Festival.

We recently worked with Black Entertainment Television (BET) to film another Caribbean jazz festival which will be broadcast nationally, and we now have good contacts there. We don't know if we can get BET to film the Festival this year -- but we would love to try.

ix. PROMOTING THROUGH CRUISE LINES

We will send the Curaçao Caribbean Jazz Festival press materials to cruise industry publications, and follow up. In addition, we will contact the cruise lines who may have ships in Willemstad during the events, so they can inform their passengers of possibilities of attending.

x. **FOLLOW-UP FOR FUTURE INVESTMENT**

Once the Jazz Festival is completed, we will work to capitalize on the increased interest generated by the events. We will follow up with the attending journalists, updating them on the progress of the ongoing effort to promote Curaçao as a tourism destination, as well as on the results of the events. We will also get this information to journalists who could not attend.

We will issue a "wrap-up" release, announcing the successful completion of the Festival, summarizing the highlights, quoting the participants' views of the island, and describing what is to come next.

With the help of our clipping service, we will monitor the press and report regularly to the Curaçao Tourist Board on the progress of Jazz Festival coverage; we will also advise on how to build on it.

There are other events already existing in Curaçao which we believe could be promoted and packaged to attract additional visitors from North America. For example:

- The International Food Fest, given that no Caribbean destination has restaurants representing as many cuisines as does Curaçao.
- Curaçao's Carnival and its Tumba Festival. Trinidad's Carnival cannot accommodate the majority of visitors who want to participate; the interest in carnivals among North Americans is clear from the fact that Jamaica's two year old grafted-on Carnival is already drawing over a thousand U.S. visitors. We believe this is an opportunity for Curaçao; we would like to help you sieze it.

And of course, other new events can be created: a Jewish Heritage Week, a Peter Stuyvesant Festival, an event focusing on Curaçao's unique architecture, both the landhuizen and in Willemstad.

9. **SUPPORT FOR THE CURAÇAO TOURIST BOARD'S MARKETPLACE
ACTIVITIES**

Your representatives in the U.S. marketplace do a first-rate job for the country and we would like to increase the areas in which we can support them:

- Assisting you at trade shows where no major travel costs are involved (and where we can learn from agents what we need to tell people about Curaçao). Helping you to strengthen or update Curaçao's sales or educational presentations for travel agents, tour operator staffs and airline sales/reservation personnel.
- Looking for new, imaginative ways to increase familiarization tours to Curaçao for key travel salespeople, and make them more memorable without increased budgets.
- Arranging press and broadcast interviews or speaking platforms for your sales staff here in the marketplace -- and for Curaçao-based officials when they visit.
- Reinforcing your own excellent contacts with airline and hotel sales executives, by establishing similar relationships with the public relations people who serve those companies.
- Meeting regularly with you to discuss marketing and sales strategy, and passing on what we learn from our other contacts.
- Helping you to benefit more from the activities of CTO -- like the new marketing program -- and to leverage resources such as the Chapters, which (used selectively) can be a real sales resource.

10. **CRISIS MANAGEMENT**

We hope Curaçao will never need to call on this particular skill and experience, but you should know we offer it. Natural disasters, fires and accidents, as well

as a crime or an epidemic *can* occur: when it affects visitors, it becomes headline news.

We have managed press relations successfully for all of the above kinds of crisis, and have developed a system for dealing with them, effective enough that we are regularly asked to describe it at seminars and workshops. That experience will be at Curaçao's service, if it is ever needed, twenty-four hours a day.

11. SUPPORT FOR MARKETING IN CANADA

There are two basic activities with which we can help Curaçao in the Canadian market, if no provision is possible for a public relations program there.

- For the Canadian travel industry, we work closely with the major trade publications, especially CANADIAN TRAVEL PRESS. We can help the Curaçao Tourist Board by preparing releases whenever it is useful, and will follow up ourselves with editors by phone.
- As regards covering the major consumer media: we regularly exchange professional advice and assistance with one of the best agencies in Canada, Spectrum Public Relations. Their president keeps us regularly informed of media changes and promotional opportunities -- and indeed, will give us a Canadian media list for the Jazz Festival. This informal support will be there when we need it -- and in the future could be translated into an actual program, or a special project, at affordable cost.

12. REPORTING AND MONITORING

We will provide the Curaçao Tourist Board with a monthly report on activities and plans, as well as with results. To monitor press coverage we will engage a clipping service as part of the expenses budgeted for the program.

It is essential, we believe, to evaluate with you the work we have been doing, at regular intervals within each year, so that adjustments can be made and priorities shifted if indicated.

13. BUDGET

The program outlined above, if carried out at the levels and with the national 'reach' we would all like, would call for the resources Curaçao has allocated to public relations in the past. Our goal would be to use them better.

i. FEE

The monthly fee for carrying out the program will be U.S. \$6,000.00. This will cover the services to be provided as set out within the program. You will be invoiced on the first working day of each month, for payment within twenty-one days.

ii. OUT-OF-POCKET EXPENSES

We estimate that costs for such activities as long distance telephone/telefax, postage and mailing, express mail, messenger service, business entertainment, photocopies, local transportation, travel assigned by the Curaçao Tourist Board, model fees, press conferences, transcripts and press clipping service should not exceed U.S. \$1,500.00 per month on average, though monthly totals will vary depending on activity. We make every effort to save money on services, and unlike most public relations firms, do not add the usual 17.65% mark-up on production costs. Out-of-pocket expenses, with supporting vouchers, will be re-billed to you the first day of the month following the month that the expenses were incurred for payment within twenty-one days.

iii. OPTIONAL ACTIVITIES

For some activities, separate budget may need to be found -- like a group press trip or a department store promotion. In a group press trip, there are heavy time costs, and airlines increasingly are requiring up to \$200 "service charge" on tickets that used to be free. If Curaçaoan craft-workers or musicians come to a North American city for a consumer promotion, funds must be provided to cover accommodation, *per diems* and ground transportation. For all optional activities we organize on behalf of Curaçao, we will provide the Curaçao Tourist Board with a detailed estimate of related costs for your approval in advance, as well as a documented record of all expenditures.